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21 December 1976

25X1A MEMORANDUM FOR: Director of Training

FROM : [REDACTED]

25X1A Midcareer Course Chairman

[REDACTED]

Midcareer Course Cochairman

VIA : Chief, Intelligence Institute,
Office of Training

SUBJECT : Course Report--Midcareer Course No. 54,
31 October - 3 December 1976

Introduction and Summary

1. The 54th running of the Midcareer Course contained a number of new changes and features, most of which proved successful. The class united quickly and became a rather serious, concerned, and hard-working group, asking many good and penetrating questions of the speakers. Throughout the Course, the question-and-answer sessions always ran over the scheduled time and had to be cut off. The participants also took maximum advantage of the opportunities to learn from one another and maintained a good social exchange during the entire Course. All members were positive in their comments that the Course both met its stated objectives and exceeded their personal goals.

Major Changes

25X1A 2. The major changes were: (a) the DDCI as the opening speaker and the DCI as the final speaker; (b) an Operations Directorate Overview; (c) a one-day visit to [REDACTED]

25X1A (d) a one-day visit to the Headquarters of the National Security Agency (NSA); (e) a one-day field trip to the National Aeronautics and Space Administration (NASA); (f) the final week of the Course--Monday through Thursday--held at the [REDACTED]; and (g) evening sessions

25X1A at [REDACTED] with each of three Deputy Directors--DDO, DDS&T, and

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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

SUBJECT: Course Report--Midcareer Course No. 54,
31 October - 3 December 1976

25X1A DDI. Class members highly praised the visit and demonstrations provided by the Office of Technical Service [REDACTED]. They found the one day at NSA to be very informative and worthwhile. The class had unanimous praise for the morning of briefings at NASA Headquarters. The afternoon visit to the Goddard Space Flight Center at Greenbelt, Maryland, however, was of limited value; a similar tour of the Center can be had by the general public at any time. A factor which became evident--and in many instances surprisingly so--from the visits and briefings involving NSA, NASA, and the Energy Research and Development Administration (ERDA), was the relatively small position of CIA compared with these organizations with respect to budget, personnel strengths, facilities, and operations. Many of the Midcareerists knew only of their component in CIA and were surprised by the magnitude of the resources available to other organizations for intelligence and related activities. (For example, CIA's comparatively small budget versus ERDA's 4 billion dollar figure and, more significantly, the ERDA National Security Administration's budget of [REDACTED].) The final week at [REDACTED] received the enthusiastic endorsement of the class with many comments on the benefits of being away from the Chamber of Commerce Building and Headquarters for one additional week. The evening sessions at [REDACTED] with Les Dirks, Deputy Director for Science and Technology, and Sayre Stevens, Deputy Director for Intelligence, proved very successful. Unfortunately, Mr. Shackley, Associate Deputy Director for Operations, canceled out of his evening session and did not provide a substitute.

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+ ASA
AFSS
NSG

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Not for
Intell.!

General Observations

25X1A 3. Phase I, "The Agency," received a high rating from the class and proceeded smoothly. The Midcareerists had the rare and unusual opportunity to spend a Presidential election night with the DDCI. Mr. Knoche discussed his goals and what he regarded as significant problems for the Agency, which class members considered and referred to throughout the Course. A new speaker, Anthony Lapham, General Counsel, made an excellent impression with his classroom presentation and his participation in the evening session. [REDACTED] another new speaker, Congressional Support Officer, along with George Cary, Legislative Counsel, covered the Agency's

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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400440001-6

SUBJECT: Course Report--Midcareer Course No. 54,
31 October - 3 December 1976

25X1A

relations with Congress. [REDACTED] added a new and increasingly more important dimension to this subject and was well received by the Midcareerists. [REDACTED]

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[REDACTED], Chief of the Operations Division, Office of Medical Services (OMS), was also a new speaker and received good marks for his presentation. [REDACTED] expressed concern about his participation in the evening session, feeling that he could not speak as authoritatively for OMS as did the participating Office Directors for their offices.

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4. There were four guest speaker reschedulings or substitutions during Phase I. The Deputy Director for Administration had to move up his evening session at the [REDACTED] by one day because of a late conflict in his schedule. This resulted in Mr. Blake speaking to the class before all of the Administration Directorate office chiefs had spoken.

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[REDACTED] Chief, Counterintelligence Staff, could not make his scheduled presentation at the [REDACTED] and was rescheduled at the Chamber of Commerce Building. [REDACTED]

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[REDACTED] Acting Deputy Director of ELINT, replaced [REDACTED] Acting Director of ELINT. [REDACTED] was relatively new to his position and gave the impression of not being completely familiar with all of the Office of ELINT activities.

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[REDACTED] Executive Officer to the Director of Economic Research, substituted for Maurice C. Ernst, Director of Economic Research.

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5. Phase II, "The Intelligence Community," had one new speaker, John N. McMahon, Associate Deputy to the DCI for the Intelligence Community. Mr. McMahon spoke for over an hour and a half, and the class rated his presentation as one of the best in the Course. Class members suggested that an evening session with Mr. McMahon would be very rewarding. Roger Harrison, Staff Assistant, National Security Council (NSC), was a last-minute substitution for Colonel Robert Plowden, National Security Council Staff, and proved to be the only "bomb" of all the speakers in the Course. His presentation was poorly organized and had little substantive content. In fairness to Mr. Harrison, the following should be noted: he spoke after the Presidential election; he was preparing to submit his resignation; and he had not been given any insight as to what the future holds for the NSC.

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[REDACTED] Deputy to the DCI for National Intelligence,

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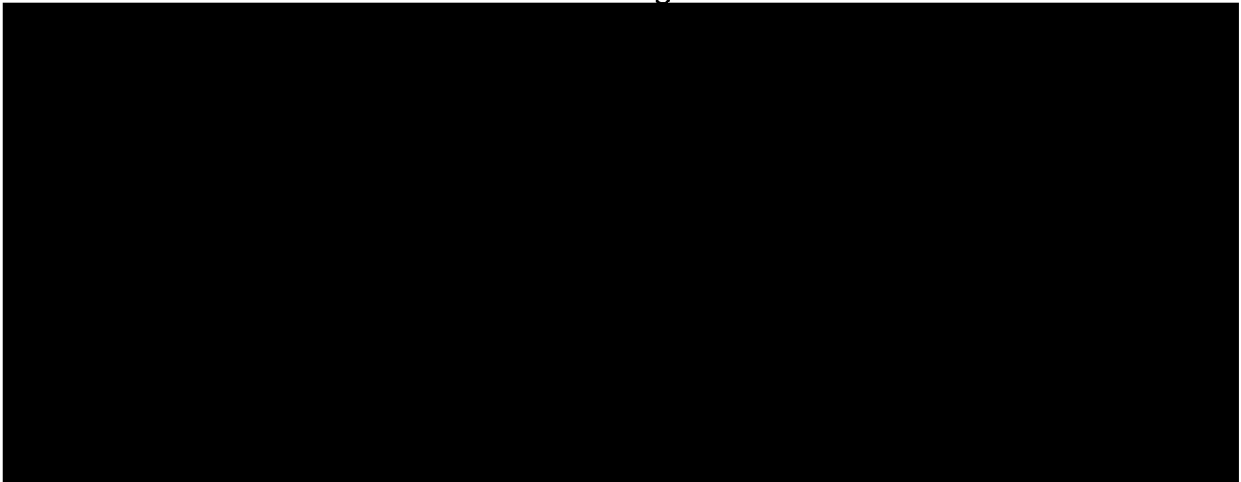
SUBJECT: Course Report--Midcareer Course No. 54,
31 October - 3 December 1976

25X1A

had to cancel his presentation when he was assigned responsibility for briefing President-elect Carter. It was possible to reschedule a presentation on the National Intelligence Officers during the final week of the course at [REDACTED] Raymond Chapman, Director, Division of International Security Affairs, ERDA, replaced Major General Edward B. Giller, Deputy Assistant Administrator for National Security, ERDA. Mr. Chapman gave an excellent talk; he is the official in ERDA who has the greatest contact with the Agency and the Intelligence Community, and he was particularly enlightening on the critical subject of nuclear proliferation. Vice Admiral B. R. Inman, Vice Director for Plans, Operations and Support, Defense Intelligence Agency (DIA), spoke for the second time to a Midcareer Course and again gave an outstanding, very candid talk on DIA. Admiral Inman's remarks, although at times controversial to some Midcareerists, were well received and appreciated by the class. The day at NSA provided the first adequate and thorough coverage of SIGINT in quite a while, and the class was unanimous in recommending that the visit there be continued. A number of the Course critiques recommended that time devoted to Phase II be extended to provide more in-depth study of the Intelligence Community and should include a session with a representative from one of the Congressional oversight committees.

6. The time available in Phase III, "World Affairs," for covering the new and continuing concerns of intelligence as affected by world developments was limited due to the two-day Thanksgiving holiday and the one-day field trip to NASA. A most unusual event during this Phase was the last-

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SUBJECT: Course Report--Midcareer Course No. 54,
31 October - 3 December 1976

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7. Evaluations of the Team Seminar Sessions were above average. On a scale of 1 to 7, this segment received a rating of 5, which equals the high rating of Midcareer No. 52. A number of students stated that they had reservations about the Seminars at the beginning, but were pleasantly surprised at the outcome and the insights which the Team Seminars provided. Although this class was given more time to prepare for the Seminars than previous classes, many participants asked that even more time be made available throughout the Course, beginning with the second week. The presentations were all good, featuring active participation by all class members and reflecting a sincere effort to produce something meaningful. Several teams used new approaches: one developed a questionnaire for the class members and then analyzed the results during their presentation; another divided into two sub-teams to debate the pros and cons of some Agency management concerns, along the lines of the PFIAB report mentioned in Paragraph 6 above.

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SUBJECT: Course Report--Midcareer Course No. 54,
31 October - 3 December 1976

Problems

8. In designing the Course model, the managers faced the problem of adjusting the subjects to be covered and the amount of time allocated to each to classroom time, shortened by a two-day holiday and three one-day field trips. As a result, this running of the Course had somewhat longer class days and a more rapid pace than its predecessors. The class reacted well and there were no complaints concerning the schedule or the pace, except for some jokes about the lack of free time. The only major problem which developed during the Course occurred when Mr. Shackley canceled his evening session and sent no replacement. This irritated the class as they interpreted the action to be a lack of interest and concern about the Midcareerists on the part of the Directorate of Operations (DO). The failure of the DO top command to appear contrasted painfully with the excellent participation by the other Deputy Directors, the DCI, the DDCI, and all other top Agency officials. The Midcareerists from the DO in particular were concerned over the no-show by their senior officials and by the consequent lack of coverage on the future of the Directorate. On the last day of the Course, the class requested that the Course Chairman try to arrange a session with Mr. William Wells, the Deputy Director for Operations, at any time convenient for him after the Course ended. Subsequently, a meeting with the DDO was arranged for 1100 hours on Monday, 20 December 1976.

Class Reaction

9. The overall rating of the Course on the scale of 1 to 7 was 5.8, and the student's comments were very laudatory. Most of the changes and new features went well, and the class felt that the mix of activities was good. There were no recommendations for any significant Course changes; the majority of the comments submitted were for additional coverage of the topics in Phase II and Phase III. Again, there were numerous complaints about the crowded conditions, inadequate furnishings, and poor air circulation of Classroom 916 in the Chamber of Commerce Building. Because of these complaints, the Course was moved to Classroom 902 for the three days that it was available. Class reaction to the

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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

SUBJECT: Course Report--Midcareer Course No. 54,
31 October - 3 December 1976

larger room with more appropriate furnishings was unanimously favorable and the class wanted to remain in 902. Except for the facilities at the Chamber of Commerce Building, the Midcareerists felt that the Course met or exceeded their expectations and was of significant value to them. The class chose a chairman and plan to have a "reunion" in six months. They also elected to send the money left over in the class treasury to Children's Hospital.



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Attachments:

- 1 - End-of-Course Data
- 2 - Course Schedule
- 3 - Class Roster

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ROUTING AND RECORD SHEET

SUBJECT: (Optional) Course Report--Midcareer Course No. 54,
31 October - 3 December 1976

FROM:

[REDACTED]
920 C/C

EXTENSION

NO.

2063

DATE

21 December 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/IMB

12/22

[Signature]

2. C/II

22 DEC 1976

[Signature]

3. C/TSS

23 Dec

[Signature]

4. C/PPG

12/27

[Signature]

5. DD/OT

6. R/EO/TR

27 DEC 1976

27 DEC 1976

[Signature]

7. DDTR

3 JAN 1977

11/10

[Signature]

8. DTR

10 JAN 1977

25 JAN 1977

[Signature]

9. C/II

25 Jan 77

[Signature]

10. C/IMB

1/26

[Signature]

11. Course Chairman

26 Jan 77
R.W.

12.

13.

14.

15.

This is a highly comprehensive, informative report detailing a number of changes and new elements in this course.

It was [REDACTED] first running as senior co-chairman, he achieved excellent results with strong support from [REDACTED]

Excellent report.
[Signature]

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FORM 3-62

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USE PREVIOUS EDITIONS

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END-OF-COURSE DATA

DATE OF REPORT 21 December 1976

COURSE: Midcareer Course No. 54

(TITLE & NUMBER)

RUNNINGS PER YEAR: 5

STUDENT ENROLLMENT

ENROLLMENT CAPACITY	BEGINNING ENROLLMENT	UTILIZATION* (PER CENT)	NO. COMPLETING COURSE
30	30	100	30

CLASS COMPOSTION

ORGANIZATION	DD/A	DD/I	DD/O	DD/ S & T	DCI	OTHER					TOTAL
NO. OF STUDENTS	7	8	8	6	1						30

	GRADE	YRS IN AGC'Y	TIME IN JOB	AGE
RANGE	12 - 14	1 - 22	--	29 - 49
AVERAGE	13	12	--	37

*BEGINNING ENROLLMENT

 = UTILIZATION

ENROLLMENT CAPACITY

S-E-C-R-E-T

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MIDCAREER COURSE

NO. 54

OPENING DAY

27 October 1976

Room 912

Chamber of Commerce Building

PHASE I

THE AGENCY

31 October - 17 November 1976

25X1A

Headquarters Area

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

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S-E-C-R-E-T

MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants.

COURSE OBJECTIVES

Upon completion, Midcareer Course members are expected to have:

- A. A detailed understanding of the Agency and its components, and of issues and problems of current concern to Agency management.
- B. A broad knowledge of US foreign intelligence agencies and the DCI's role in the Intelligence Community.
- C. An expanded view on subjects of national and international significance that bear on the US foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases corresponding to each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

MONDAY, 1 November 1976

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0800-0830

Welcome to the [REDACTED]
[REDACTED]
and Security Briefing
(Please convene in
Classroom 11)

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PHASE I--THE AGENCY

The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch; therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0830-0845

Course Administration

Block I--Mutual Perceptions:
The Agency and Us

In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions with your classmates. Today, those officers concerned with the Agency's legal, legislative, media relationships; and the implementation of the Freedom of Information Act and the Privacy Act provisions will discuss their perceptions of the problems that face the Agency. Tuesday evening, the Deputy Director of Central Intelligence will discuss the Agency goals.

0845-0930

Reading

Class

Intelligence Institute, Office of
Training, Study Guide: The
Organization of CIA, January 1975,
12p. and chart. SECRET

John Maury, "CIA and the Congress,"
pp. 1-14, Studies in Intelligence,
Vol. 18 No. 2, Summer 1974. SECRET
No Foreign Dissem

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S-E-C-R-E-T

25X1A

MONDAY, 1 November 1976

[REDACTED]

0845-0930

Reading (continued)

Rep. Lucien Nedzi, "Oversight or Overlook: Congress and the US Intelligence Agencies," pp. 15-20
Studies in Intelligence, Vol. 18
No. 2. SECRET No Foreign Dissem

Executive Order 11905, United States
Foreign Intelligence Activities,
Federal Register, 19 February 1976

0945-1045

CIA in Court

Anthony Lapham
General Counsel

One of the major problems confronting the Agency today is the requirement to maintain the secrecy of Agency operations in a free society--which often means defense against challenges in court. A representative of the General Counsel will highlight the changing legal climate that affects the Agency's operation and security.

25X1A

1100-1200

The Agency's Relations
with the Press

[REDACTED]
Deputy Assistant to
the Director

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

Lunch

1300-1400

The Agency's Relations
with Congress

George L. Cary
Legislative Counsel

The Agency occupies an unusual, if not unique, position in the endemic contest between the Executive and Legislative branches of Government. Our speaker will review Congressional relations, describing the mechanisms responsible for oversight, and will share his impressions of the attitudes in Congress toward the Agency in this time of change.

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MONDAY, 1 November 1976

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1415-1500

Intelligence Support
to Congress

Congressional
Support Officer

25X1A

[redacted] and his staff have the responsibility for responding to all Congressional requests for current intelligence briefings and finished intelligence products. He will discuss the quantity and scope of the requests, the problems involved in satisfying the intelligence requirements for the committees and members of Congress, and the degree of success the Agency is having in providing intelligence support to Congress.

25X1A

1515-1615

The Freedom of Information
Act and Its Impact on CIA

Assistant for
Information to
the DDA Chief,
Information & Privacy
Staff

Our speaker will outline briefly the provisions of the 1966 Freedom of Information Act and the Privacy Act of 1974 and the effects of their implementation on government departments and agencies. Executive Order 11652 will be discussed and the Agency's procedures and experience dealing with declassification requests will be detailed. The 1974 amendments to the Freedom of Information Act will be outlined and emphasis will be placed on the impact of the amendments on CIA.

Dinner

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1900-2100

Evening Session -

Anthony Lapham

George L. Cary

25X1A

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S-E-C-R-E-T

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TUESDAY, 2 November 1976
[REDACTED]

0830-0900 Reading Class

0900-1200 Team Exercise: Midcareerist Obstacles

This team exercise is designed to bring our collective thoughts, as a class, to bear on problems that we have individually perceived at one time or another. We want to identify and clarify obstacles that intrude upon individual career development or on the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. The exercise should surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the entire five weeks.

Lunch

1300-1515 Team Reports

Dinner

1900-2100 Evening Session -
[REDACTED]

Agency Goals

E. Henry Knoche
Deputy Director of Central Intelligence

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WEDNESDAY, 3 November 1976
[REDACTED]

0830-0930

Reading

Class

Directorate of Administration -
History and Functions. SECRET

Folder: Office of Personnel
Reading Material

Personnel Evaluation System Handbook,
DDO Career Service. SECRET

Directorate of Administration:
Personnel Management Handbook.
ADMINISTRATIVE - INTERNAL USE ONLY

Directorate of Intelligence:
Personnel Handbook. ADMINISTRATIVE -
INTERNAL USE ONLY

Directorate of Science and Technology:
Personnel Management Employee Handbook.
ADMINISTRATIVE - INTERNAL USE ONLY

Block II--Support to the Intelligence Process

Intelligence collection and production requires a variety of processing and support mechanisms. During the next two days you will hear about some of these activities dealing with people, money and machines.

0945-1045

The Agency and Its
People

Fred W. Janney
Director of
Personnel

Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). He will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

S-E-C-R-E-T

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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

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WEDNESDAY, 3 November 1976

1100-1200

Equal Employment
Opportunity in
the Agency

Omego J.C. Ware, Jr.
Director of Equal
Employment
Opportunity
Programs

The DCI is firmly committed to achieve equal employment opportunity for all CIA employees. Mr. Ware will describe the nature of the problem and the actions proposed or in force towards its resolution.

Lunch

25X1A

1300-1400

The Office of Training -
An Overview

Deputy Director
of Training

Training is often seen as an avenue for organizational renewal and for Agency employees to acquire new skills and broaden their horizons. Our speaker will describe the recent growth in training opportunities with particular emphasis on new developments and trends in OTR.

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██████████ will also discuss the selection process for training and the relationship of training to personnel development planning.

1415-1515

Security in the Agency
Today

Robert W. Gambino
Director of Security

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. Mr. Gambino will describe the environment within which the Office of Security works and what its major current activities are.

Dinner

25X1A

~~1530-1630~~
~~1900-2100~~

Evening Session -

Fred W. Janney
Omego J.C. Ware, Jr.

25X1A

1900-2100

The DDA

Robert W. Gambino
John F. Blake

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S-E-C-R-E-T

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

THURSDAY, 4 November 1976

25X1A

0800-0830 Individual Presentation

0830-0930 Film: "Printing for Intelligence"

Reading

Class

0945-1045 The Agency's Medical Services

M.D.
Chief, Operations
Division, Office
of Medical Services

In an organization such as ours the physical and mental health of its employees is of paramount importance. The speaker will describe how the Agency's Office of Medical Services provides world-wide support to its human resources. He will also discuss intelligence research

1100-1200 Financial Operations in the Agency

Thomas B. Yale
Director of Finance

Financial operations within the Agency are complex and require careful control. Like many other offices in the Agency, our speaker's office has had to reorganize itself to do more with less. He will describe his office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routine tasks.

Lunch

1300-1400 Logistical Support of Agency Activities

James H. McDonald
Director of Logistics

Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale paramilitary ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.

1415-1515 Developments in Agency Communications

Director of Communications

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

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THURSDAY, 4 November 1976
[REDACTED]

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1530-1630

Informal Session

Thomas B. Yale
[REDACTED]

James H. McDonald
[REDACTED]

25X1A

Dinner

1900-2100

The Outlook for the
Future in the Directorate
of Administration

John F. Blake
Deputy Director
for Administration

The DDA will speak briefly on the current status of his Directorate, bringing you up-to-date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and concern to you.

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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

FRIDAY, 5 November 1976

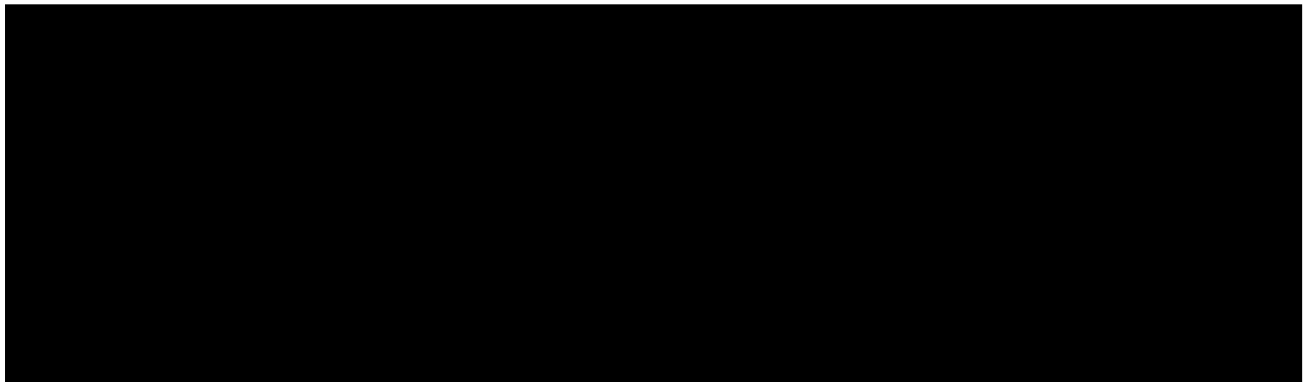
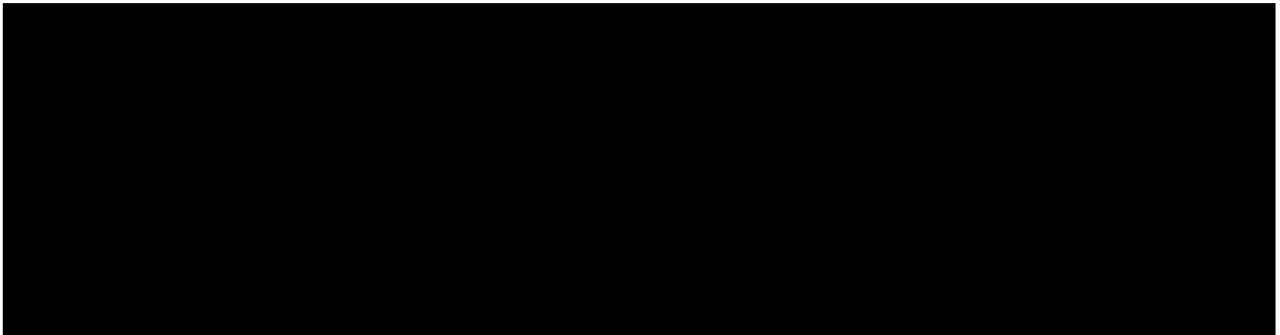
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0830-0930

Individual Presentations

Block III--Collection and Processing

Intelligence collection, where the most money and manpower is expended, rests at the base of the intelligence process. We begin with the area of technical collection, looking at the technical collection systems of today and those we can expect tomorrow. We will then look at the area of human collection for which the Agency has a unique responsibility. We will see how technical and human collection interact and complement each other and relate the impact of these on us all as intelligence officers.



Lunch

1300

ETD

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

SUNDAY, 7 November 1976

25X1A

25X1A

1200-1830

Arrive at

25X1A

1630-1730

Mess Hall open for Dinner

1800

25X1A

1900-2100

Individual Presentations -

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

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S-E-C-R-E-T

Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

25X1A

MONDAY, 8 November 1976

25X1A

0800-0830 Reading Class

0830-0930 Individual Presentations

0945-1045 The Office of Research
and Development

Problems Analysis
Staff, Office of
Research and
Development

25X1A

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

1100-1200 ELINT Activities

Acting Director
of ELINT Deputy

What is ELINT? A conducted tour around the world of US ELINT facilities, including those of our close allies, will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.

Lunch

1300-1400 The Office of
Development and
Engineering

Donald L. Haas
Director of
Development and
Engineering

The principal exotic systems now in use will be described to clarify what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready.

1415-1530 The National
Photographic
Interpretation
Center

John J. Hicks
Director, National
Photographic
Interpretation
Center

Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence report and in the decision making process. The Director of NPIC will discuss his support to the Intelligence Community.

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S-E-C-R-E-T

25X1A
MONDAY, 8 November 1976
[REDACTED]

25X1A
1900-2100

Evening Session -
[REDACTED]

[REDACTED]
Donald L. Haas
John J. Hicks
[REDACTED]

S-E-C-R-E-T

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TUESDAY, 9 November 1976

25X1A

25X1A

0800-0945

The DDO Story

Chief, Intelligence
and Midcareer Branch,
Intelligence
Institute, Office
of Training

A former Chief of Station who was involved with the Congressional investigations of CIA will examine major landmarks in the evolution of the Directorate of Operations, Senate Select Committee findings directed against the DDO and the probable impact of some of these on present and future Directorate activities. In a second session, he will point up the place of human source reporting in the total US intelligence effort, discuss the day-to-day operations of a typical field station under official cover and outline the problems of working with human assets.

25X1A

1000-1100

Overview of DDO
Reporting

Chief, Near East
Division
Intelligence

A veteran reports officer with experience in the Near East, the Far East and Africa will act as a "defense attorney" arguing against four "indictments" often leveled at DDO reporting while the class participants serve as a "jury" empowered to find the "defendant" innocent or guilty. In a wrap-up session he will offer some additional observations on reporting in the clandestine context.

25X1A

1115-1215

The Chinese Target

Our speaker will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the President's visit to the mainland--and indicate the level of the DDO collection effort against the PRC.

Lunch

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S-E-C-R-E-T

25X1A

TUESDAY, 9 November 1976
[REDACTED]

25X1A

1315-1415

The Soviet Union as
an Operational Target

[REDACTED]

Soviet/

25X1A

25X1A

East European
Division

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speaker ~~this morning~~ will describe approaches to the target and the difficulties encountered; several case histories will be presented.

25X1A

[REDACTED]

1530-1600

Individual Presentation

25X1A

Briefing on Trip [REDACTED]

Dinner

1900-2100

Evening Session - [REDACTED]

[REDACTED]

S-E-C-R-E-T

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25X1A

WEDNESDAY, 10 November 1976

25X1A

0800

Bus departs Administration Building [REDACTED]

25X1A

0815

25X1A

1030-1530

Briefings, Tour and Demonstrations-- [REDACTED]

25X1A

25X1A

1545

25X1A

1730

Arrive at Administration Building [REDACTED]

25X1A

Dinner

1900-2100

Evening Session - [REDACTED]

25X1A

A Senior Officer Looks at the Management Role

[REDACTED]
Special Assistant
for SIGINT to the
DDCI, and Chairman,
CIA SIGINT Task
Force

25X1A

A senior officer who has held a variety of management positions will discuss his functions as a member of the management echelon. He will refer to his jobs, past and present, as a manager and how he accomplished his managerial responsibilities. [REDACTED] will share some of his thoughts regarding obstacles, problems and facilitating factors he encounters as a manager.

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S-E-C-R-E-T

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THURSDAY, 11 November 1976

25X1A

0830-0930 Individual Presentations

25X1A

0945-1045 Managing an Area
Division

Deputy Chief,
Africa Division

Overall direction and support to the Chiefs of Stations and Bases overseas are provided by the geographic divisions at Headquarters. Our speaker will describe what it is like to manage an area division with a multiplicity of stations, varying requirements and personnel needs. He will discuss the balancing act that must be performed between fulfilling the Operational Directives for his geographic area and providing support to other Agency components. [REDACTED] will also discuss how the division evaluates the reporting and activities of the stations under the division's cognizance.

25X1A

1100-1200 Responsibilities of
the Information Services
Staff

Chief, Information
Services Staff

25X1A

[REDACTED] has a wide range of experience in the Agency having served in all four Directorates. He will discuss his current responsibilities for the management of the Operations Directorate's records and information control system. This includes maintaining the foreign counterintelligence index for the United States Government. His staff is also responsible for handling and coordinating all Privacy Act and Freedom of Information Act requests addressed to the Operations Directorate.

25X1A

Lunch

1300-1400 The Role of Counter-
intelligence

Chief, Counter-
intelligence Staff

25X1A

The job of the Directorate of Operations involves not only collecting information for ourselves, but also denying information to our enemies. Our speaker will discuss the role of his staff and how the recent Presidential directives will affect that role.

1415-1515 Films: "Time of the Jackals"
"The Red Army"

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S-E-C-R-E-T

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THURSDAY, 11 November 1976

25X1A

25X1A

1530-1630

International Terrorism:
A New Dimension in World
Affairs

International
Terrorism Control,
Policy and
Coordination Staff

25X1A

Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto but can move in without warning on a San Francisco bank or a UN delegation. [REDACTED] will describe the nature of the threat in various parts of the world, the part played by CIA in cooperation with other US agencies and foreign governments in countering terrorism, and current US policy implications for the Agency.

25X1A

25X1A

Dinner

1900-2100

Evening Session -

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S-E-C-R-E-T

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FRIDAY, 12 November 1976

25X1A

0800-0830 Course Administration
Reading Class

0830-0930 Individual Presentations

Block IV--Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this block we consider four types of finished intelligence--scientific, military, political and economic.

0945-1045 The Office of Weapons Intelligence R. Evans Hineman
Director of Weapons Intelligence

The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. Mr. Hineman will discuss the ways in which OWI uses raw data [REDACTED] information to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system.

25X1A

1100-1200 The Production of Scientific Intelligence Karl H. Weber
Director of Scientific Intelligence

The focus of this presentation will be the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this Office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

Lunch

1300 ETD

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S-E-C-R-E-T

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MONDAY, 15 November 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045 The Agency's Role in
Current Intelligence

William K. Parmenter
Director of Current
Intelligence

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Director of Current Intelligence will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

25X1A

1100-1200 A New Emphasis on
Economic Research

Maurice C. Ernst
Eo to the Director of
Economic Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

Lunch

25X1A

1315-1430 The Agency's
Responsibility
for Strategic
Research

[Redacted]
Acting Director
of Strategic
Research

Our speaker will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems.

1445-1600 The Office of
Geographic and
Cartographic
Research

John Kerry King
Director,
Geographic and
Cartographic
Research

The Agency produces intelligence on virtually all subjects of interest to government policy makers. We now cover another major area of intelligence production--Geography and Cartography. Mr. King will cover the functions of his office and how it interfaces with the other areas of Agency operations. He will include some of the trends and problem areas encountered in producing geographic intelligence.

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TUESDAY, 16 November 1976
[REDACTED] and Room 916,
Chamber of Commerce Building)

25X1A

25X1A

25X1A

0815

Bus leaves from
Chamber of Commerce
Building [REDACTED]

25X1A

[REDACTED] meet at rear of
Chamber of Commerce
Building)

0900-1130

The Imagery Analysis
Service

[REDACTED]
Acting Director,
Imagery Analysis
Service

25X1A

[REDACTED] will discuss the role of IAS in support of intelligence
production and operations components of CIA. You will then have an
opportunity to visit individual components and talk informally with
the PI analysts.

25X1A

Lunch - [REDACTED] Cafeteria

1230

Bus to Chamber of
Commerce Building

1330-1430

The Office of
Political Research

Lewis J. Lapham
Director of
Political Research

*This office was created primarily to conduct political and inter-
disciplinary research in depth. The Director of OPR will discuss
the rationale behind its formation, its current status and activities,
and what he believes the future holds in store.*

1445-1600

Processing Intelligence:
The Role of the Central
Reference Service

Harry C. Eisenbeiss
Director, Central
Reference Service

*The Central Reference Service provides a set of utilities in support of
intelligence production and operations. Our speaker will discuss
information flows into the Agency, the change in the flows over time,
processing of the information for future retrieval, and efforts to
improve the system and service to you.*

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S-E-C-R-E-T

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WEDNESDAY, 17 November 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045 The Expanding Role John Waller
of the Inspector Inspector General
General

The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances and supervising audits of expended funds. In addition, the Inspector General has assumed further responsibilities as directed by EO 11905. Mr. Waller will discuss the function of his expanding office and describe the types of problems and situations which have arisen in recent months.

1100-1200 The Role of the James H. Taylor
Comptroller Comptroller

Recent changes in the Office of the Director have consolidated several functions under the Comptroller. Mr. Taylor will explain these changes and their effect on the management of resources for collection and production and how we may be able to "do more with less". He will also discuss the Agency budgeting process and current planning and management practices.

Phase I Evaluations

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MIDCAREER COURSE

NO. 54

PHASE II

THE INTELLIGENCE COMMUNITY

(17-22 November 1976)

AND

PHASE III

WORLD AFFAIRS

(22 November - 3 December)

25X1A

CHAMBER OF COMMERCE BUILDING



HEADQUARTERS AREA

INTELLIGENCE INSTITUTE

OFFICE OF TRAINING

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S-E-C-R-E-T

WEDNESDAY, 17 November 1976
(Room 916, Chamber of Commerce Building)

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.

1315-1415

The National Security
Council and Its
Place in the
Intelligence Community

Col. Robert Plowden
National Security
Council Staff

The NSC mechanism works differently under every President. Our speaker will discuss how the current system functions and how it has evolved in the Ford Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.

1430-1600

Managing the
Intelligence
Community

John N. McMahon
Associate Deputy
to the DCI for the
Intelligence
Community

The Director of Central Intelligence was charged by the President in November 1971 with exerting more influence throughout the Intelligence Community. This charge was reiterated by President Ford in October 1974. To assist in carrying out this charge, the DCI created the Intelligence Community Staff. Since then, the Executive Order of 18 February 1976 has brought more changes. Mr. McMahon will outline the Staff's responsibilities, some of the major problems facing the organization, and his thoughts on the future.

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THURSDAY, 18 November 1976
(NSA Operations Building)

VISIT TO THE NATIONAL SECURITY AGENCY

The National Security Agency is the principal US organization in the SIGINT field. This program at Fort Meade orients the class to the broad responsibilities of NSA; provides a look at NSA operations, noting particularly the affect of advancing technology; includes a tour of the Defense Space and Missile Analysis Center (DEFSMAC), and a look at future operations.

0800	Bus Departs Headquarters (Main Entrance) for Fort Meade
0915	Arrive NSA Operations Building
1200-1300	LUNCH
1615	Bus Departs Fort Meade for Headquarters

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25X1A

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FRIDAY, 19 November 1976
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045 The Defense Intelligence Agency

Vice Admiral
B. R. Inman
Vice Director
for Plans,
Operations and
Support, DIA

How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations with CIA and the other members of the Community? These are some of the questions which our speaker will address.

1100-1200 Treasury's Role in the Intelligence Community

J. Foster Collins
Deputy Special
Assistant for NFIB
and Special
Support, Treasury
Department

The Department of the Treasury joined the United States Intelligence Board (now NFIB) over three years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kind of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

Lunch

1315-1430 The Bureau of Intelligence and Research

Roger Kirk
Deputy Director,
Bureau of Intelligence and Research,
Department of State

The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.

1445-1600 The Energy Research and Development Administration

Raymond Chapman
Director, Division of
International
Security Affairs,

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S-E-C-R-E-T

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MONDAY, 22 November 1976
(Room 916, Chamber of Commerce Building)

25X1A

0830-0930 Individual Presentations
The Role of Counter-
25X1A 0945-1045 The National Intelligence
Officers


Deputy to the
DCI for National
Intelligence
Officers

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

1100-1200 The President's
Foreign Intelligence
Advisory Board

Wheaton B. Byers
Executive Secretary,
PFIAB

This Board, composed of outstanding private citizens, meets periodically in Washington and carries out independent studies of US foreign intelligence activities on behalf of the President. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board. The speaker will give us his views as to what the future may hold for this advisory organization.

Lunch

1315-1400 Phase II Evaluations Class

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; although the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up-to-date on both the continuing and new concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

25X1A

1400-1600 Prospects for Soviet-
American Relations

Our speaker will consider the significance of detente in assessing Soviet objectives and achievements in her relations with the West. He will examine the current state of US-USSR relations, discuss the role of trade and US and Soviet interests in the Middle East, Africa and other areas of the world.

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S-E-C-R-E-T

AGENDA

NOVEMBER 23, 1976

NASA PRESENTATION

TO

CAREER DEVELOPMENT GROUP

ROOM 7002 — FOB-6

0900-0905

WELCOME

GEN. DUWARD L. CROW, (RET.)

0905-0930

NASA ORGANIZATION AND INTERFACE

MR. DAVID WILLIAMSON, JR.

0930-1000

SPACE TRANSPORTATION SYSTEM

COL. JOAQUIN A. SAAVEDRA

1000-1030

ADVANCED STUDIES

MR. ROBERT F. FREITAG

1030-1100

SPACE SCIENCE

DR. ANTHONY J. CALIO

1100-1130

SPACE APPLICATIONS

MR. LEONARD JAFFE

#

S-E-C-R-E-T

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TUESDAY, 23 November 1976
(Washington, D.C.; and Greenbelt, Maryland)

VISIT TO THE NATIONAL AERONAUTICS
AND SPACE ADMINISTRATION

This one-day program will consist of briefings at NASA Headquarters and a tour of the Goddard Space Flight Center, Greenbelt, Maryland. A detailed schedule of the day's activities will be provided prior to the visit.

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WEDNESDAY, 24 November 1976
(Room 916, Chamber of Commerce Building)

0845-0945 Individual Presentations

25X1A

1000-1200 U.S. Foreign Policy:
The Kissinger Factor

25X1A

25X1A

Lunch

1315-1500 The Outlook for China
in World Affairs

Harry E. T. Thayer
Director, People's
Republic of China
and Mongolia
Affairs, Department
of State

China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. Mr. Thayer will analyze the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

25X1A

1515-1630 The FBI and
Intelligence

Deputy Assistant
Director, Intelli-
gence Division,
FBI

As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

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THURSDAY, 25 November 1976

THANKSGIVING DAY

HOLIDAY

FRIDAY, 26 November 1976

NO SCHEDULED ACTIVITIES

Class members may use this time for preparation of individual presentation, research on team seminar topic, reading in the library, or annual leave.

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25X1A

MONDAY, 29 November 1976

0900-0930 Arrival and Check-In

25X1A

0930-1000 Welcome to and Briefing

25X1A

25X1A

on [REDACTED]
(Please convene in
the Seminar Room,
Administration
Building)

25X1A

The final week of the course begins with a welcome from the Director of [REDACTED] and staff whose hospitality you will be enjoying this week. Our speaker will also take the opportunity to briefly explain the missions, functions and location of each of the [REDACTED].

25X1A

1015-1200 The Middle East

Parker T. Hart
Special Repre-
sentative for
the Middle East
and North Africa,
Bechtel Corporation

A former Ambassador to several Middle Eastern Countries and a distinguished authority will discuss the current developments in the Middle East, covering some of the historical background and describing the diverse regional claims and rivalries which have complicated American and Soviet interests there. He will conclude with a personal view of the future in this volatile area.

25X1A

Lunch

1300-1415 SALT: Stabilizing
the Arms Race

[REDACTED]
Chief, CIA SALT
Support Staff

The Strategic Arms Limitation Talks (SALT) are another major effort of the United States to reduce tensions with the Soviets. Thus far, several milestones have been passed in this effort--the 1972 ABM Treaty and Interim Agreement, and the Vladivostok Agreement in the winter of 1974. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Intelligence Community carries out its verification responsibilities covering the initial agreements, and advising policy-makers of possible future arms limitation options.

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Approved For Release 2000/06/19 : CIA-RDP80-00536A000400140001-6

MONDAY, 29 November 1976

([REDACTED])

1430-1445 Midcareer Seminar Class and Staff
Orientation

25X1A 1445-1615 Midcareer Seminar:
Team Preparation
(Meeting rooms to
be announced)

The Midcareer Course is designed to provide a broad exposure to subjects that middle level officers should include in their background in order to function more efficiently and effectively in the Agency today. Perhaps some of these subjects have provided a new focus on intelligence for you as analysts. The sessions began by re-exploring the Agency and its mission and functions. It then reviewed the workings of the Intelligence Community, including external controls as well as policy formulation and concluded with global issues. This section is designed to enable you to integrate the subject matter that you have been exposed to during these past weeks and enable you to express your views and attitudes concerning certain Key Intelligence Questions.

25X1A 1615-1645 Review of the Operations Class and Staff
Directorate

Dinner

1900-2100 Evening Session -
[REDACTED]

The Operations Directorate

Theodore (Ted) Shackley
Associate Deputy Director for Operations

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S-E-C-R-E-T

TUESDAY, 30 November 1976

0815-0915 Individual Presentations

0930-1015 Film: "The Common Sea"

This recent film graphically presents some of the issues which will be discussed by our speaker on the "Law of the Sea".

1030-1200 Law of the Sea

Office of
Geographic and
Cartographic
Research

Our speaker has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conferences. The latest conference was held in New York from August 2-September 7. He will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

Lunch

1300-1600 Team Preparation:
Midcareer Seminars

Class

~~1530~~
~~1600-1630~~ *Film STT Special*
Review of the
Directorate of
Science and
Technology

Class and Staff

Dinner

1900-2100 Evening Session -

The Directorate of Science and Technology

Leslie C. Dirks
Deputy Director for Science and Technology

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WEDNESDAY, 1 December 1976

08⁰⁰~~15~~-0915

Individual Presentations

0930-1045

Seminar Session

25X1A

1100-1215

Seminar Session

25X1A

*The National
Intelligence
Officers*

NIO for WE

25X1A

Lunch

1315-1430

Seminar Session

1445-1600

Seminar Session

1615-1645

Review of the Intelligence
Directorate

Class and Staff

25X1A

Dinner

1900-2100

Evening Session -

The Intelligence Directorate

Sayre Stevens
Deputy Director for Intelligence

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25X1A

THURSDAY, 2 December 1976

[REDACTED]
(Headquarters Building)

25X1A

0815-0915 Individual Presentations

0930-1045 Seminar Session

1100-1215 Seminar Session

25X1A

Lunch

1315-1400 Midcareer Seminar
Sessions Review
and Critique

Class and Staff

25X1A

1430 Depart [REDACTED]

1730-1930 Reception in Executive
Dining Room (7D-42,
Headquarters)

Class, Staff,
Spouses and
Guests

Midcareerists, spouses and their guests gather for an informal reception in the Executive Dining Room.

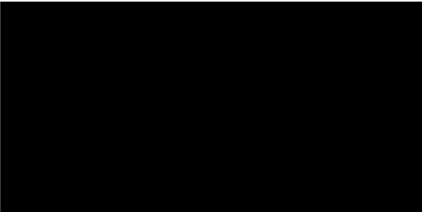
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FRIDAY, 3 December 1976
(Room 916, Chamber of Commerce Building
and Headquarters Building)

0900-0945	Phase III Evaluations	Class and Staff	25X1A
1000-1200	<u>Inventing the Future</u>		

During the past five weeks you have heard from a large number of speakers on a great variety of topics. Our speaker will challenge you to "invent the future" in a positive, active way. He will discuss "futurism" as a positive philosophy for approaching many of the problems discussed during this course.

Lunch

1330-1415	Overall Evaluations	Class and Staff
1430	Informal Remarks (7D-64, HQS)	

George Bush
Director of Central Intelligence

Award of Certificates

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